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Ministry of Community Development, Cooperatives & Volunteers

Performance Plan
2001 - 2004

BRITISH COLUMBIA

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Ministry of Community Development, Cooperatives and Volunteers

I am pleased to submit the 2001/2004 Performance Plan for the Ministry of Community Development, Cooperatives and Volunteers.

Communities across British Columbia are being deeply affected by the fundamental social and economic change that is taking place throughout the world. The ministry's programs are part of the government's plan to support communities in their efforts to take charge of their own futures.

This Performance Plan reflects the ministry's role in achieving government's priorities. It also identifies our vision for the future, the ministry's specific short-term goals and our methods for monitoring our progress within the context of the government's overall strategy.

The plan will guide the ministry's activities over the next three years as we support and invest in communities' efforts to build on their inherent strengths.

Sincerely,

Jenny Wai Ching Kwan
Minister

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Introduction

The Ministry of Community Development, Cooperatives and Volunteers was created to invest in and support community-led efforts to build healthy and sustainable communities.

To achieve its purpose, the ministry developed unique programs, like Co-op Advantage, InVOLve BC, Community Solutions and Community Enterprise. The ministry regularly reviews its programs to ensure they are delivered in a timely, cost-effective manner and they complement rather than duplicate other government initiatives. As part of this review, the ministry also consults with key stakeholders to ensure its programs continue to meet the evolving priorities of B.C. communities and their governments.

This three-year performance plan outlines the ministry's strategy to achieve its corporate goals.

Ministry Mission, Vision & Mandate

Mission

The Ministry of Community Development, Cooperatives and Volunteers promotes and supports community efforts that encourage all British Columbians – no matter what their economic or social standing – to build and maintain healthy, innovative communities reflecting the goals, aspirations and participation of their citizens.

Vision

Our vision is a province in which all communities:

- have a diversified and sustainable economy and a vibrant voluntary sector;
- are resilient, with the ability and tools to manage change and to shape their own futures;
- engage their citizens in identifying and implementing new opportunities for development, diversification and learning, including fostering the development of co-operatives;
- take an active role in the stewardship of their local environment; and
- celebrate their diverse social and cultural heritage.

Mandate

More specifically, the ministry has a mandate to:

- complement the tools, resources and expertise that communities already have for developing their opportunities and responses to social and economic change;
- support, encourage and invest in community-led efforts to build healthy, sustainable, self-reliant communities;
- ensure communities affected by economic change and dislocation are supported and empowered by access to tools, resources and education to create new social and economic opportunities;
- promote and support the development of cooperatives as a model for social and economic development;
- recognize and support the role of the voluntary sector in building communities;
- work with existing structures and organizations to facilitate the sharing of information and promising practices between communities; and
- ensure government policies, legislation and regulations comprehensively support community social and economic development.

Ministry Values

Integrity
We are committed to working together in an open, fair and honest manner.

Respect and Diversity
The uniqueness and diversity of individuals and communities is recognized and respected.

Recognition
We strive to create a workplace where staff enjoy coming to work every day, and know that their contributions are valued and appreciated.

Responsibility
We devolve responsibility and authority for decision-making commensurate with the capacity of each staff member.

Collaboration
To achieve success, we work and learn together as a team.

Creativity and Flexibility
We encourage learning and reward creativity and innovation.

Excellence
The work we do makes a positive difference to the communities we serve.

Ministry Operating Principles

The Ministry of Community Development, Cooperatives and Volunteers adheres to the following operating principles:

- We support community-led solutions and work with communities to build on their inherent strengths.
- We help to ensure communities have the additional tools and resources they need for self sufficiency and decision-making.
- We actively seek the ideas and opinions of the people we serve, and those with whom we collaborate to achieve our goals.
- We ensure all communities have fair and equitable access to programs, resources and services.
- We make timely, informed, responsive decisions to meet communities' needs.
- We demonstrate fiscal responsibility to our community partners, stakeholders and the general public.

CDCV Environmental Scan

Overview

The need for the ministry's programs and services is driven by external conditions, including changes in British Columbia's population and economy.

Many resource-based and rural communities in B.C. are experiencing significant economic stress due to downturns in traditional industries, like fishing and forestry. Some urban communities are also being affected by high levels of unemployment, growing income disparity and related social problems.

Between 2001 and 2004, global economic change and projected increases to B.C.'s current population of 4.1 million will create additional pressures on B.C. communities. Inevitably, this will lead to greater demand for government support of community-based economic and social development projects.

Since communities face multi-faceted social and economic challenges, the ministry must work collaboratively and co-operatively with other ministries and agencies. During the next three years, the ministry will continue to participate in inter-agency and non-government forums convened by its partners and to organize or chair several others, including the Assistant Deputy Ministers Committee on Community Transition.

Sources of Employment

Employment in B.C. has increased steadily in the past 15 years. Most new jobs have been created in services such as tourism and technology. Job creation in the goods sector has typically been lower than in services. During the past year, however, increases in the forest and manufacturing sectors have overtaken job creation in the service sector.

In general, increased employment in the service sector means that the province is achieving greater economic diversification and is less susceptible to downturns in traditional resource industries. However, rural and resource-based communities can expect to face continued economic transition over the next three years, as most service sector jobs are likely located in larger urban centres.

Communities And Natural Resource Trends

Forestry

Competitive foreign markets, the expiration of the Canada-US Softwood Lumber Agreement and environmental issues are changing the provincial forestry sector and the over 100 B.C. communities that depend on it. Land use decisions and conservation issues that affect the nature and extent of forestry activities conducted on Crown land are also influencing the economic base and social condition of forestry-dependent communities.

To gain more control of their futures, many communities are interested in obtaining a community forest licence from Ministry of Forests. The Ministry of Community Development, Cooperatives and Volunteers will continue to help communities maximize the value of their community forests by entering into funding partnerships through its Community Enterprise and Co-op Advantage programs.

Fisheries
Increasingly competitive international seafood markets, greater public awareness of conservation issues and changes in consumer purchasing patterns will continue to create challenges for British Columbia's fisheries sector over the next three years. Climate change will also continue to influence the sector, altering the distribution and abundance of wild fish.

These pressures will affect the many coastal communities economically dependent on fishing industries. The ministry will continue to work with other ministries and the communities to develop new fisheries, co-operatives, aquaculture and value-added processing opportunities to strengthen and diversify their economies.

Other sectors
The ministry will continue to monitor other resource sectors, including specific situations like the planned closure of the Bullmoose coal mine in 2003, and will offer assistance to communities where required.

Urban Development Issues

Community-based development can help to revitalize low-income areas in B.C.'s large urban communities. During the next three years, the ministry will continue to co-ordinate the province's involvement in the Vancouver Agreement, a five-year accord between the province, federal government and the City of Vancouver, with the "first focus" aimed at improving living conditions in Vancouver's Downtown Eastside. The ministry will also continue to help marginalized groups, like street youth, to better their lives through the BladeRunners program and other community capacity building initiatives.

The Cooperative and Voluntary Sectors

Cooperative Sector
On January 31, 2001, the government proclaimed the new *Cooperative Association Act,* which enshrines modern principles for cooperatives and enhances their competitive position. The ministry's Cooperative Advantage program will continue to assist communities and organizations interested in utilizing the cooperative model over the next three years.

Voluntary and Non-profit Sector
The economic value of work performed by B.C.'s one million volunteers is estimated at $2.7 billion annually. To help promote and recognize the provincial voluntary sector, the ministry is providing funding and other support to communities that are honouring their volunteers during 2001, the International Year of Volunteers.

The ministry has also initiated federal/provincial/territorial meetings on the Canadian voluntary sector so the governments can share information about the challenges and opportunities facing the voluntary sector and identify areas where they can cooperate and collaborate. The ministry expects intergovernmental issues related to the voluntary sector to become even more important over the next three years.

Ministry Goals & Objectives

The Ministry has three goals and a number of objectives that direct its commitment to B.C. communities.

Goal A: Self Reliant Communities

Objectives

1. Enhanced local capacity to manage and deliver community development initiatives.
2. Increased opportunities for marginalized individuals.
3. More effective community use of government programming.
4. Improved access to local natural resources and capital.
5. Enhanced social conditions in communities.

Goal B: Communities with Resilient and Diversified Economies

Objectives

1. Stabilized economies of communities in transition.
2. Broader range of local economic opportunities throughout the province.
3. Enhanced community sustainability.

Goal C: Community Focus in Government

Objectives

1. Greater awareness in government of local aspirations.
2. Greater awareness in government of the voluntary and cooperative sectors.
3. Improved, integrated collaborative response to community initiatives.

Corporate Performance Measures

These performance measures will gauge the ministry's success in achieving its objectives.

Goal A: Self Reliant Communities			
Objective	**Activity**	**Outcome**	**Outcome Measure**
1. Enhanced local capacity to manage and deliver community development initiatives	CE Community Business Development (CBD)	Broader opportunities for diversification of local economies.	Number of marketing and business plans developed, and diversification strategies created and implemented.
	CE Enterprise Facilitation	Greater small business development in designated regions.	Number of new small businesses in designated regions.
	The Co-op Advantage	Greater development and expansion of cooperatives by region and sector.	Number of new/expanded co-ops by sector and region.
	InVOLve BC	Improved community capacity and social capital.	Number of local community volunteer organizations' initiatives supported.
	Strategic Initiatives - IGRS	Regional Community Development Initiatives.	Regional level community action plans that identify priorities and organizational structures to ensure ongoing cooperation.
	Strategic Initiatives - IGRS	Community Sustainability Pilot Projects and Policy Framework.	Number of community action plans to enhance social, economic and environmental sustainability.
	PEACH (Partners in Economic and Community Help)	Increased opportunity for economic revitalization and community capacity building.	Number of new small businesses and community development projects in the Downtown Eastside.
	Community Solutions	Improved community capacity, via partnerships and skills to address root causes of poverty.	Number of community development projects identified and initiated.

Goal A: Self Reliant Communities (continued)			
Objective	**Activity**	**Outcome**	**Outcome Measure**
2. Increased opportunities for marginalized individuals	CE Community Capacity Building	Increased and sustained employment for individuals in marginalized groups.	Number and value of loan funds created for marginalized groups.
	The Co-op Advantage	Targeted development of co-ops, including equity groups.	Number of new co-ops involving equity groups.
	Strategic Initiatives - IGRS	Learning Communities.	Number of community development projects funded in economically depressed areas or for low-income groups.
	Community Solutions	Increased opportunities for training and employment for low income marginalized people.	Number of low income marginalized people trained and/or employed.
	PEACH (Partners in Economic and Community Help)	Increased employment and training opportunities for marginalized groups.	Fewer people receiving income assistance in the Downtown Eastside.
	BladeRunners	Long term attachment to the workforce for disadvantaged youth.	Proportion of BladeRunners who remain off income assistance.
	Social Alternatives Unit	Increased opportunities for individuals to be self-reliant.	Number of projects aimed at removing barriers to employment.
3. More effective community use of government programming	Vancouver Agreement	Greater community capacity in working together to improve the quality of everyone's life.	Number of partnerships among communities in and around Vancouver.
	Social Alternatives Unit	Increase in effective use of government funding in the DTES.	Development of new initiatives aimed at increasing the effect of government spending towards local priorities.

Goal A: Self Reliant Communities (continued)			
Objective	**Activity**	**Outcome**	**Outcome Measure**
4. Improved access to local natural resources and capital	CE Access to Resources	Greater community access to and economic benefit from natural resources.	Number of communities with access to resources projects.
	CE Access to Capital	Greater access to mid-level investment funds for small ventures in resource-based communities.	Value of funds invested in small ventures in resource-based communities.
		Increased access to capital for regional communities.	Value of business-related investments for CVCC fund recipients.
	Social Alternatives Unit	Growth in personal assets among persons receiving income assistance in target areas.	Number of programs developed to build individual financial self-reliance.
5. Enhanced social conditions in communities	InVOLve BC	Enhanced services and contribution of voluntary sector.	Number of development initiatives by region and type of organization.
	The Co-op Advantage	Enhanced community services via contributions of co-ops.	Number of community networks and partnerships established.
	Social Alternatives Unit	Changes in values amongst B.C. Benefits recipients in the DTES.	Number of projects developed that help DTES residents improve their education and employment prospects.
	Community Solutions	Improved social conditions for low income marginalized people in communities.	Number of projects funded for low income people and communities.
	Community Transition	Stabilized social conditions of transition communities.	Maintain drug and alcohol counseling in transition communities.
	Strategic Initiatives - IGRS	Learning Community Projects.	Number of Learning Community projects that enhance social conditions in communities.
	Vancouver Agreement	Improved coordination and communication between the three levels of government to strengthen community partnerships and networks.	Number of joint initiatives between governments/ministries to effectively deliver programs and services in Vancouver, including deliverables from the "First Focus" announcement (Appendix A to the VA "Implementation Schedule.")

Goal B: Communities with Resilient and Diversified Economies			
Objective	**Activity**	**Outcome**	**Outcome Measure**
1. Stabilized economies of communities in transition	CE Community First Response	Immediate economic assistance provided to communities in transition.	Number of new economic opportunities identified in transition communities.
	Community Transition	Diversification and transition needs identified for transition communities.	Human service needs and economic diversification and opportunities identified in transition communities.
2. Broader range of local economic opportunities throughout the province	CE Enterprise Facilitation	Novel approaches to economic development in British Columbia.	Number of novel business ideas developed.
	CE Community Business Development	Broader opportunities for diversification of local economies.	Diversity of local investments by sector and region.
	The Co-op Advantage	Expansion of co-ops throughout British Columbia in resource areas, tourism related ventures, arts and culture, and marketing.	Number of new/expanded co-ops in target regions and markets.
	InVOLve BC	Greater community ability to meet local economic development needs.	Number of organizations with an economic focus supported.
	Strategic Initiatives – IGRS	Coastal Strategy.	Number of community agreements to invest in diversified economic opportunities on the coast.
	Community Transition	Greater economic opportunities for transition communities.	Number of economic opportunities identified in transition communities.
3. Enhanced community sustainability	CE Greening Communities	Greater local climate change awareness and action.	Increase in number of greening community organizations, number of green home, school and small business visits, and number of demonstration projects.

Goal C: Community Focus in Government			
Objective	**Activity**	**Outcome**	**Outcome Measure**
1. Greater awareness in government of local aspirations	ADM's Committee on Community Transition	Better information sharing amongst government agencies of communities activities and plans.	Monthly meetings. Number of collaborative projects.
	Access to Resources	Enhanced awareness of the community benefits of access to resources.	Number of Natural Resources Subcommittee meetings and referrals on resource access related projects.
2. Greater awareness in government of the voluntary and cooperative sectors	The Co-op Advantage	Enhanced understanding of the contribution of co-ops to society and the economy and use of the co-op model.	Number of joint/inter-Ministry co-op initiatives undertaken throughout B.C.
	InVOLve BC	Enhanced understanding of the contribution of volunteers and volunteer organizations to society and the economy.	Number of joint/inter-Ministry voluntary sector initiatives undertaken throughout B.C.
3. Improved, integrated collaborative response to community initiatives	Vancouver Agreement	Development of key partnerships with other government ministries/agencies and other jurisdictions to improve the social and economic conditions in Vancouver's communities.	Dollars levered for community-based projects as a result of inter/intra governmental negotiations.
	Intergovernmental Relations	Development and maintainenance of intergovernmental relationships in support of B.C.'s community development priorities.	Number of Agreements completed with other governments.

Summary of Budget & FTEs

MCDCV's planned budget for 2001/2002 is $23.119 million and 76 full-time equivalent positions (FTEs). Based on this plan, four month interim supply was appropriated by the Legislative Assembly in March, 2001. The following reflects a breakdown of the planned budget by major activities:

Ministry Budget 2001/2002

Activity	Budget	
	$ million	%
Minister's Office	0.424	1.8
Corporate Services	1.926	8.3
Community Programs [1]	20.769	89.8
TOTAL	23.119	100.0

[1] Includes programs, community transition, intergovernmental and strategic activities, the Vancouver Agreement and the Social Alternatives Unit, plus a $0.224 million employee compensation adjustment.

The Ministry's budget for 2001/2002 and the targets for the subsequent two years of the Performance Plan are shown in the following table.

Ministry Budget 2001-2004 ($ million)

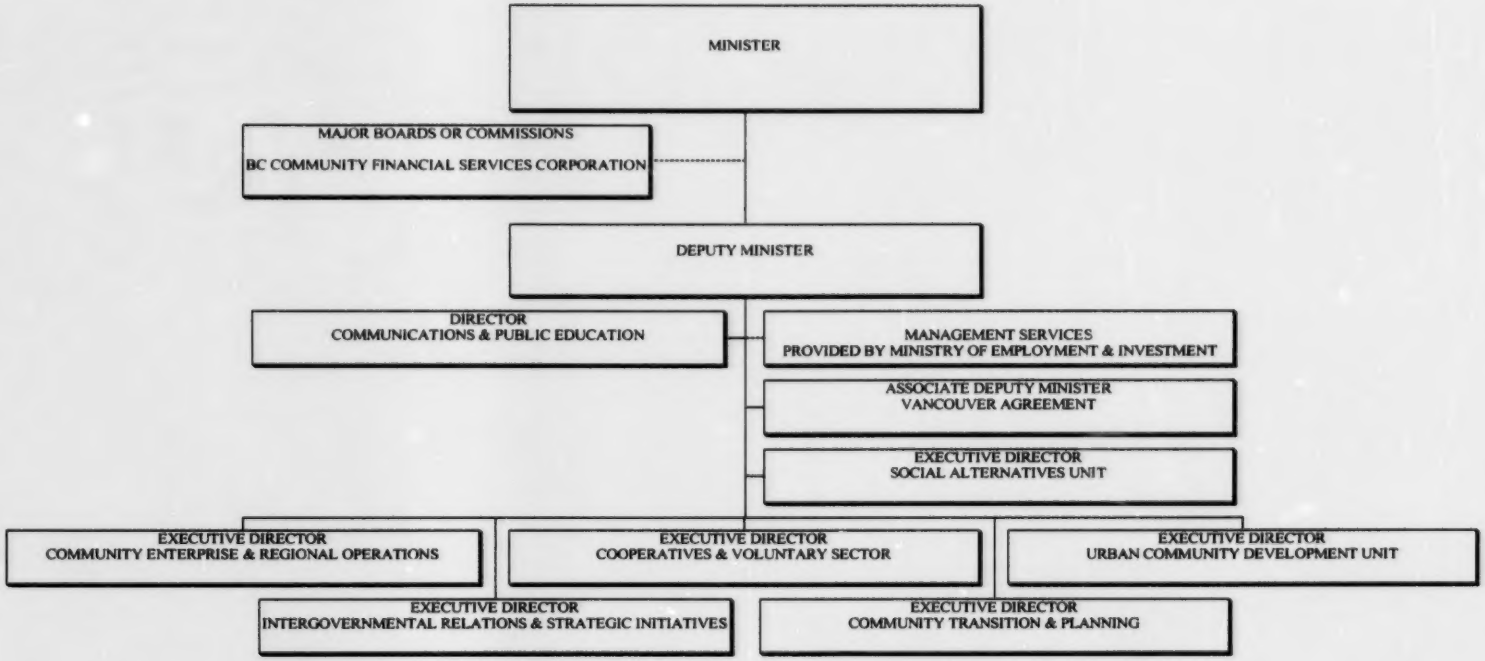
2001/02	2002/03	2003/04
$23.119	$23.836	$24.551

Linkage to Government Priorities

Relevant Government Priority	Related Ministry Objectives
British Columbians will be healthy.	Enhanced social conditions in communities.
The quality of our health care will continue to improve.	Enhanced social conditions in communities.
B.C. will keep its financial house in order.	Improved, integrated collaborative response to community initiatives.
All British Columbians will have greater opportunities to get the education and training they need.	Enhanced social conditions in communities. Enhanced community sustainability.
B.C.'s modern economy will work for everyone.	Enhanced local capacity to manage and deliver community development initiatives. More effective community use of government programming. Improved access to local natural resources and capital. Stabilized economies of communities in transition. Broader range of local economic opportunities throughout the province. Enhanced community sustainability. Greater awareness in government of local aspirations. Greater awareness in government of the voluntary and cooperative sectors. Improved, integrated collaborative response to community initiatives.
All citizens will be able to lead lives of dignity and security.	Increased opportunities for marginalized individuals. Greater awareness in government of the voluntary and cooperative sectors.
B.C.'s natural heritage will be safeguarded and our quality of live will improve.	Enhanced community sustainability.

Structure

MINISTRY OF COMMUNITY DEVELOPMENT, COOPERATIVES AND VOLUNTEERS



2001/2004 Ministry Activities by Branch

The ministry's work is divided into operational and strategic activities.

- *Operational activities* are those principal functions and programs carried out on an on-going basis.
- *Strategic activities* are those specific activities that have greater importance during the budget year to the accomplishment of the ministry objectives and may be completed within the year.

Over the 2001/2004 period, the operational units of the Ministry of Community Development, Cooperatives and Volunteers plan to undertake the following key activities:

Community Enterprise and Regional Operations

This branch is responsible for implementing the Community Enterprise, Access to Resources, Greening Communities and Access to Capital programs.

For the 2001/2002 fiscal year, the branch has a budget of $9.408 million and 15.5 FTEs.

Operational Activities

1. Administer and manage the Community Enterprise program.
2. Continue to develop the Access to Resources initiative, assisting communities to gain access to crown resources to support their economic diversification and sustainability.
3. Continue to develop and support initiatives increasing rural and resource communities' access to capital and disadvantaged communities' access to capital and financial services.
4. Continue to collaborate and partner in the delivery of the Greening Communities program as part of the province's Climate Change Plan.

Strategic Activities

1. Support policy research, public consultation activities and demonstration projects that assist community economic diversification and development.
2. Evaluate components of the Community Enterprise program.
3. Provide leadership for the expansion of the Contribution Agreement Tracking System (CATS) project management and tracking database system throughout the ministry.
4. Develop a strategy to support implementation of the Land and Resource Management Plans.
5. Implement the Western Economic Partnership Agreement (WEPA) with the Ministry of Employment and Investment and Western Diversification. WEPA is a B.C./Canada partnership that supports economic development and diversification in B.C.
6. Implement the Cariboo-Chilcotin Regional Investment Consortium trust agreement.

Cooperative and Voluntary Sectors

This branch provides seed funding and other support to cooperatives that generate employment and other socio-economic opportunities in communities. The branch is responsible for the *Cooperative Association Act* and for administering and managing the Co-op Advantage Program.

The branch also provides funding to strengthen and publicize the work of volunteer organizations through the InVOLve BC program. For the 2001/2002 fiscal year the branch has a budget of $4.801 million and 8.4 FTEs.

Operational Activities

1. Continue to administer, implement and manage its component programs Co-op Advantage and InVOLve B.C.
2. Monitor the implementation of co-op legislation, identify any areas that may require amendment and inform cooperatives about the changes in legislation.

Strategic Activities

1. Support activities to promote International Year of Volunteers (IYV).
2. Work with the voluntary sector to develop a method of screening volunteers who work with children and vulnerable adults; research liability issues for voluntary organizations.
3. Strengthen funding partnerships with cooperative and voluntary sectors.

Urban Community Development Unit

This operational unit develops and delivers programs aimed at improving social and economic opportunities for low-income residents in urban areas of British Columbia. The branch administers the BladeRunners and Community Solutions programs and other initiatives that assist low-income residents to obtain employment and enhance their quality of life.

For the 2001/2002 fiscal year the branch has a budget of $2.171 million and 11.3 FTEs. These resources will be devoted to the following activities:

Operational Activities

1. Administer and manage the Community Solutions program.
2. Administer and manage the BladeRunners program.

Strategic Activities

1. Administer and manage Western Economic Partnership Agreement (WEPA) projects in the Downtown Eastside under the Vancouver Agreement.
2. Establish Surrey and Chilliwack as BladeRunners program sites in partnership with HRDC.

3. Work to include BladeRunners program opportunities in public tender documents for all major public works projects.
4. Work with Community organizations to develop innovative pilot projects and ideas, like the Partners in Economic and Community Help (PEACH) fund, BEACON or the First Nations Artist Co-op, that address the concerns of the low income people in Vancouver's Downtown Eastside (DTES).

Community Transition and Planning

This branch provides assistance to resource-dependent communities that are facing severe economic hardship due to impending or actual closures of primary local industries. The branch also evaluates the ministry's performance against its annual objectives and manages the ministry's legislative process.

For the 2001/2002 fiscal year, the branch has a budget of $2.508 million, and seven FTEs allocated to the following activities:

Operational Activities

1. Continue to administer and manage corporate planning initiatives such as:
   - Update annual operating plans.
   - Coordinate preparation of the ministry's annual performance plan and annual performance report as required under the *Budget Transparency and Accountability Act.*
   - Implement the ministry-wide accountability framework and monitor progress towards goals against performance measures.
   - Manage the ministry's legislation process.
   - Provide expert economic advisory services to the ministry.
   - Serve as the initial corporate contact for First Nations issues.
   - Develop and implement program-specific evaluation frameworks.
2. Provide secretariat support to the cross-government ADM's Committee on Community Transition.

Strategic Activities

1. In collaboration with other ministries, provide financial and other support to rural and resource-based communities in immediate economic crisis, including:
   - Implement and monitor the Gold River and Tumbler Ridge transition assistance packages.
   - Work with other resource-dependent communities as required to identify and evaluate diversification opportunities.
   - Facilitate regionally-led transition initiatives such as the North Island leadership and capacity building initiative in partnership with municipalities and other agencies.
2. Create a database containing baseline information on current social and economic indicators to monitor progress made by communities receiving transition assistance.

Intergovernmental Relations and Strategic Initiatives

This branch performs strategic research and program/policy development for the ministry. It also manages agreements and relations with other governments and jurisdictions that support community development programs.

For the 2001/2002 fiscal year, the branch has seven FTEs and a budget of $0.728 million.

Operational Activities

1. Lead ministry strategic research and policy development to promote and strengthen best practices in community development, including:
   - Research mechanisms to improve the socio-economic conditions of B.C. communities.
   - Identify and track socio-economic changes and impacts on B.C. communities.
   - Develop methods of evaluating the success of ministry policies and programs, of community development initiatives, and of government and community investments in community development.
   - Identify and promote best practices in community development.
   - Create tools and methods, knowledge and opportunities to help communities adapt to changing economic circumstances and achieve social, economic and environmental sustainability.
2. Develop partnerships with other ministries and institutions to coordinate applied research and policy development to benefit communities in their efforts to manage and direct socio-economic change.
3. Develop and maintain intergovernmental agreements and programs to support B.C.'s community development priorities.

Strategic Activities

1. Cooperate with the Government of Canada on the transition needs of coastal communities.
2. Collaborate with other provincial agencies and the federal government to promote northern development projects.
3. Participate in the "Rural Team B.C." partnership with the Government of Canada on rural community development issues.
4. Lead a bilateral B.C. – Canada Learning Communities committee.
5. Develop inter-ministry collaborative mechanisms and coordinate inter-ministry input into the Vancouver Agreement.
6. Develop a provincial/territorial working group on community development and the voluntary sector.

Social Alternatives Unit

This operational unit develops and implements projects like the Sunrise Dental Clinic aimed at reducing systemic barriers that make it difficult for low-income B.C. residents to become self-reliant.

For the 2001/2002 fiscal year, this unit has two FTEs and a budget of $0.279 million.

Operational Activities

1. Develop and provide support to initiatives, like Four Corners Community Savings, to create infrastructure and opportunities for individuals in the DTES.
2. Continue as provincial lead on the federal government's homelessness initiative.

Strategic Activities

1. Open the Sunrise Dental Clinic to provide dental care to low-income residents in the DTES.
2. Implement the Asset Development Account pilot project to help people receiving income assistance become self-reliant through development of their personal financial assets.
3. Develop new projects, optimizing the partnership with the Government of Canada, to address homelessness in B.C.
4. Develop and deliver "Architecture of Opportunity" initiatives which help participants find employment and take more control over their future.
5. Develop and implement the DESTAN'EZ program, proposal to enhance the effectiveness of government funding in the DTES by hiring local people and purchasing goods from local merchants.

The Vancouver Agreement

This project team supports the five-year agreement among the provincial and federal governments and the City of Vancouver to develop a coordinated, strategic social and economic plan for Vancouver's low-income communities.

For the 2001/2002 fiscal year the Vancouver Agreement has 4.5 FTEs and a budget of $0.65 million.

Operational Activities

1. Continue to develop and implement the Vancouver Agreement by:
   - Delivering services and programs from the "First Focus" announcement.
   - Negotiating the implementation schedule.
   - Developing and negotiating future initiatives.
   - Continuing to work with other levels of government to lever funds for projects.
   - Monitoring financial and other contributions by each partner to the agreement.

2. Coordinate provincial policy related to the Vancouver Agreement by:
   - Performing public education activities, including creating and distributing outreach material.
   - Developing joint communications initiatives and policy documents.
   - Brokering strategies and developing consensus around initiatives among ministries with conflicting priorities or goals.
   - Providing input and advice to other ministries on developing policies and programs to meet the goals of the Vancouver Agreement.
3. Providing support to the Agreement's management committee and policy committee by:
   - Developing policy recommendations for management and policy committees and implementing the committees' decisions.
   - Providing analytical support to the committees.
   - Working with federal and municipal governments to negotiate infrastructure, secure funding for specific projects, develop a strategic plan and identify priorities related to the agreement.

Strategic Activities

1. Develop a strategic plan that outlines Vancouver Agreement priorities, organizational structure and the roles, responsibilities and activities of associated committees and community organizations.
2. Develop a strategic action plan and performance measures that include and build upon the monitoring work of other ministries directly responsible for service delivery.
3. Set up baseline data to begin monitoring activities from the initial list of indicators.
4. Plan and undertake survey research to support Agreement objectives.